

RECRUITMENT MANAGEMENT SYSTEM AND EMPLOYEE PROCUREMENT IN THE OIL AND GAS SECTOR IN NIGERIA

ISAAC ZEB-OBIPi & NISSI KALIO

Department of Management, Rivers State University, Port Harcourt, Rivers State, Nigeria

ABSTRACT

This study determines the relationship between Recruitment Management System (RMS) and Employee Procurement in the oil and gas sector in Rivers State, Nigeria. Given the increasing role of technology in human resource management, the study assumed that RMS through its candidate attraction, assessment, and hiring dimensions influences Employee Procurement in terms of human resource planning, recruitment, selection, employment contract, and induction and placement. For empirical evidence, a total population of 217 HR practitioners in the leading companies in the sector was considered for the study and a sample of 141 respondents were selected as derived from the Taro Yemen's formula. Out of the 141 copies of the questionnaire designed and distributed, 127 copies were returned and 121 copies were found useful for the study. The quasi-experimental survey design was adopted. The Spearman's correlation coefficient was used to analyze the data generated. The findings indicate significant and positive relationships between the Recruitment Management System (RMS) and Employee Procurement. Given the findings, the study concluded that Recruitment Management System affects employee procurement as it enables the attraction, assessment, and hiring of qualified job applicants using a variety of softwares. The study, therefore, recommended that organizations improve employee procurement through the use of recruitment management system.

KEYWORDS: Recruitment Management System, Candidate Attraction System, Candidate Assessment System, Candidate Hiring System, Employee Procurement, Human Resource Planning, Recruitment, Selection, Employment Contract & Induction/Placement

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INTRODUCTION

Every aspect of management in this modern age heavily relies on technology and information to thrive. Nothing moves without information and it is generally believed that information is power and anyone who has it, has power; but technologically inclined information is more powerful. The role technology plays in human resource procurement is rapidly becoming a significant and widely discussed issue in organizations especially amongst human resource personnel (Danny, 2012; Dery, Hall & Wailes 2006). This is because, technology rules and holds a great reason to expect improvement in human resource planning, recruitment, selection, employment and placement. It shapes opportunities for workforce and gives a facelift to the operations of the organization by way of innovation and creativity. There is no doubt about technology upgrading employment processes.

The traditional method of attracting potential employees and getting them placed in an organization has ceased to be sufficient; especially in this era of technological advancement. The trend is towards the use of recruitment management system, software or platform. The problem here, therefore, is the impact such a system has on employee procurement. Consequently, this work sought to provide answers to the following research questions:

- To what extent does recruitment management system affect human resource planning?
- To what extent does recruitment management system affect recruitment?
- To what extent does recruitment management system affect selection?
- To what extent does recruitment management system affect employment contract?
- To what extent does recruitment management system affect placement?

LITERATURE REVIEW

Recruitment Management System (RMS)

A Recruitment Management System (RMS), also known as an online recruitment or e-recruitment or information system for recruiting, is a software application that helps an organization develop and execute a recruiting plan. It specifies the positions to be filled and the skills required of the applicants for these positions. It is geared towards the upgrade of employee procurement in any organization both in developed and developing world (Ruël, Bondarouk & Looise, 2004). Its benefits transcend down to line managers in medium and larger organizations (Parry, 2009). RMS provides a platform for users to think strategically, efficiently and effectively with the availability of information for decision making with the aid of technology (Beadles, Lowery & Johns, 2005). It is assumed by Mathis and Jackson (2010) that technology enhances human resource activities at the workplace. The RMS has become increasingly the most important tool to match jobs with candidates. According to Radhika & John (2016), in today's highly competitive global market, the use of internet technology is indispensable, especially in finding the best people in filling crucial positions in a company. There are a number of dimensions of the RMS. These include: (i) Candidate attraction system, (ii) Candidate assessment system, and (iii) Candidate hiring system.

Candidate Attraction System

RMS attracts candidates via job openings listed on a corporate web site or job board; screens resumes, and generates interview requests to potential candidates by e-mail through its candidate attraction system. The role of Human Resource Department in the recruitment process is changing, as it gets more involved beyond filling vacancies and taking on a more coordinating and strategic role. Most of the human resource practices in the organizations have changed from traditional recruitment method (paper based) to e-recruitment, which has become the latest trend in the recruitment process. Radhika & John (2016) posit that e-recruitment has become a significant part of the recruiting strategy for many organizations as it is about both cultural and behavioral changes in the organizations, both within human resource and line management levels. There is a provision for job postings onto the top job boards and integrate with virtually all job boards so employers/organizations can attract the most qualified applicants. This system is put in place to manage job openings across their organizations and screen incoming resumes from job seekers. The candidate attraction dimension of RMS is specifically associated with: (i) Listing of vacancies on websites or job boards through job posting software, (ii) Generating online applications from candidates through job application software, and (iii) Generating interview requests to applicants through scheduling software.

Candidate Assessment System

The RMS is a cloud-based system which gives users full accessibility at any time from any device with internet access, including smartphones or tablets. It is designed to help an organization not only attract the candidate but assess

candidate/employees information provided at the point of attraction and efficiently and effectively managing such information as it forms part of the organizations database. Other features include individual applicant tracking, requisition tracking, automated resume ranking, customized input forms, pre-screening questions and response tracking, and multilingual capabilities. It provides a robust toolset that allows you to review, select and share applicant information, screening applicants, providing an in-built tool for managing duplicate candidates, parsing data, pre-screening candidates, complying with all the necessary requirements and tracking candidate. Technology plays a role here similar to what it does in appraisal and remuneration identified by Haines (2010). The candidate assessment part of the recruitment management system contains different database fields for information on a resume, such as the candidate's name, contact details, work experience, job titles, education, employer names and periods of employment. This system tries to identify this information on a job seeker's resume. In summary, this dimension entails: (i) Evaluating information provided by applicants by screening their resumes using analytic software, (ii) Tracking applicants, requisitions, responses and capabilities of applicants through a tracking software, and (iii) Building databases for the recruitment processes through warehousing software.

Candidate Hiring System

This is the millennial age where social media is an avenue to reach out to young talents which make up the majority of the workforce today. Organizations seek to ensure that their human resource teams have what it takes to appeal to this new generation of talent, explore what is needed to adapt (and avoid) to modernize the recruitment strategies and hire the best candidates. Currently this system is often web-based portals that are integrated with an organization's website. It is configured to match a company's hiring processes and workflows to give employment and upgrade applicants' details. Recruiters build their centralized database of talent and perform advanced searches, send emails, schedule interviews and run reports. For this purpose, the system collects and processes the many different types of information such as: a list of unfilled positions, the duties and requirements of these positions, lists of planned employee retirements, transfers, or terminations, and summaries of employee appraisals. Other inputs to the recruiting system include data about turnover rates and about the success of past placements. With the hiring component, recruitment management system is also a multi-component software tool designed to automate and facilitate the processes involved in finding, attracting, assessing, interviewing and hiring new personnel. Indices of the candidate hiring dimension of RMS are: (i) Integrating the RMS with hiring processes and workflows through the integration software, (ii) Facilitating the hiring processes through report generation software, and (iii) Conveying employment offer through a contract generation software.

Employee Procurement

The first operative function of human management is procurement. It is concerned with procuring people who possess the skill, knowledge and attitude required by an organization. Procurement is the supply chain through which the right talent that matches an organization's overall strategy is sourced for through a number of measures namely: human resource planning, recruitment, selection, employment contract and induction and placement.

Human Resource planning

It is the "human resource management process of determining the human resource requirements of an organization, designing means of satisfying these requirements, and ensuring their optimum uses" (Tamunimiebi & Zeb-Obipi, 2013). According to Guest (1987) the importance of human resource planning to organizations cannot be

overemphasized. It enables organizations to keep accurate and detailed personnel records, rather than forecast intuitively. Adequate human resource planning is important because it will not only help organizations to use their human resources optimally but also to ensure that organization's human resources can meet up with the demands of a prevailing socio-economic, political and technological changes. Therefore, Armstrong (2012) seems to suggest that manpower planning contributes to organizations' earning/returns by reducing cost of employee training, among several other considerable advantages of human resource planning.

Recruitment

According to Flippo (1971), recruitment "is the process of searching for prospective employees and stimulating them to apply for jobs in the Organization." In the recruitment process, the available vacancies are given wide publicity and suitable candidates are encouraged to submit applications so as to have a pool of eligible candidates for selection. In recruitment, information is collected from interested candidates. For this, different sources of recruitment such as newspaper advertisement, employment exchanges, internal promotions, etc., are used. In the recruitment, a pool of eligible and interested candidates is created for the selection of most suitable candidates. Recruitment represents the first contact that a company makes with potential employees. One area in which human resource management has been significantly impacted upon by technology is recruitment. Before the internet, recruitment relied on print publications, such as newspapers, to post jobs and get prospects for open positions. Other methods such as networking also were used, but it was difficult for recruiters to post a job in one or more locations and have millions of people see it all at once.

Selection

According to Tamunomiebi & Zeb-Obipi (2013), the selection process in any organization begins after recruitment and then it ends with the hiring decision. It is the process by which an organization chooses from the list of applicants the person(s) who best meet(s) the requirement for an available position(s). Selection involves series of steps by which the candidates are screened for choosing the most suitable person for the vacant post and rejecting unsuitable candidates. This is possible through various interviews and test. Selection ensures the right man for the right job. In the selection process, interested applicants are differentiated in order to identify those with a greater likelihood of success in a job. Such candidates are selected and appointed. Selection of suitable candidates is very critical to any organization as the selection of unsuitable persons for jobs creates new problems for the department where the new in-take is absorbed, sometimes the entire organization. For appropriate selection, scientific procedure needs to be followed.

Employment Contract

This is an agreement between an employer and employee in which the employer offers the employee a job and the employee accepts the job. It contains the obligations of each in an employment relationship, stating the terms and conditions of the job. It entails clearly stating roles, rights and obligations of both an employer and employee. Successful applicants, having completed the phase of selection, are offered employment or appointment through the employment contract. It is expected to make employment relationship legally enforceable and make the employee understand what is expected at the workplace visa-is what is expected by the employers or owners of the organization. It is usually conveyed through a letter of employment or appointment. It is so essential that once a decision is taken to employ a candidate, the offer of employment is either made verbally or in writing, implied or expressed (Tamunomiebi & Zeb-Obipi, 2013).

Induction and Placement

Newly employed persons undergo induction and placement. It is the personnel manager's responsibility to position the right candidate at the right level (Flippo, 1971). According to Tamunomiebi & Zeb-Obipi (2013) placement is an important human resources procurement activity; as it is the actual posting of an employee to a specific job. It is a process of assigning a specific job to each of the selected candidates. It involves assigning a specific rank and responsibility to an individual. Placement is an important human resources activity and if neglected may create employee adjustment problems leading to absenteeism, turnover, accidents, poor performance etc. Proper placement is important to both employee and the organization. Proper placement helps to improve employee morale. Indeed, placement ends the human resource procurement function of human resource management.

Recruitment Management System and Employee Procurement

Technology changes everything around employee procurement by enhancing the measures of procurement. The work of Shrivastava & Shaw (2004) that focused on liberating human resources through technology in human resource management is extended here. This section discussed the interface between the recruitment management system that revolves around technology and employee procurement, showing how the research hypotheses for the study were derived.

Recruitment Management System and Planning

Recruitment software helps an organization with human resource planning, specifying the positions to be filled and the skills required for these positions, a list of unfilled positions, the duties and requirements of these positions, list of planned employee retirements, transfers, or terminations, and summaries of employee appraisals etc. The information is gotten with the help of a recruitment software which houses the database of all employee with details such as age, date employed etc (Margaret, 2015). These are needful for planning. Inputs to the recruitment system that aid planning include data about turnover rates and about the success of past placements. The RMS is able to do these, because it is a multi-component software tool designed to automate and facilitate the processes involved in auditing the human resource needs of the organization. Identifying talent gaps can be stressful, especially in medium and big organizations, hence the need for an enhanced process. These observations were the basis of the perceived relationship between RMS and human resource planning as expressed in the first null research hypothesis: **There is no significant relationship between recruitment system and human resource planning (H_{01}).**

Recruitment Management System and Recruitment

The RMS has made recruiting more efficient, exciting and in the hands of the right recruiter, more effective as well. Online recruiting has become one of the primary methods employed by the human resources department to fish potential candidates for available positions within an organization. It represents the first contact between the prospect employee and the organization of interest. It is the process of looking out for the right people for the right position at the right time. This automated system enables prospective employees to submit applications and resumes online, which saves costs associated with printed applications and helps to keep the hiring process much more organized. When RMS is in use, it helps to streamline the recruiting process by identifying talent gaps in an organization, foreseeing the types of job roles an organization will have to fill, simplifying the posting of jobs, and automatically sorting and filtering applications to find the best prospects. Using e-recruitment or RMS for hiring may attract more qualified applicants find using technology to be more convenient. In addition, RMS can strengthen an organization's character in general (Sadri and Chatterjee, 2003).

This internet recruiting comprises of but not limited to LinkedIn, Twitter, Facebook, Job boards, google, skype, WhatsApp etc. A relationship between RMS and recruitment was conceived and expressed in the second null hypothesis thus: **There is no significant relationship between recruitment management system and recruitment (H_{02}).**

Recruitment Management System and Selection

Screening candidates over time is one process that keeps the entire procurement process longer because of the process involved in sorting, searching, reading and grading candidates resumes, test script, credentials etc. HR can use candidates screening features of an application tracking system to automate the process. Application tracking system which includes resume parsing allows for information on resume to be extracted and is entered in the format designed by the organization thereby ranking how a resume performed. Candidates qualifications can be easily compared and unqualified resumes discarded and unsuccessful candidates notified via emails from the organization's portal and saving time and energy for the right number of persons. Testing and grading too is done online. Bulk messages can be mailed to both successful and unsuccessful candidates with little or no time consumed, less risk for bad match. This suggests that RMS possibly relates with selection; hence the third research hypothesis in the null form: **There is no significant relationship between recruitment management system and selection (H_{03}).**

Recruitment Management System and Employment Contract

The organization gives the applicant a glimpse of what the organization looks like, what the organization is into, most times they even get to know those at the strategic apex via their portal. Successful candidates are sent employment letters via emails. Employee handbook and all other organizational documents for new intake are put up on the organization's portal for the new employees to view after necessary sign-on is concluded. The RMS helps reporting capabilities to track applicants before they become employees, signing the needed papers that seals employment. It is designed to specifically provide managers with information to make employment decisions. The new employee could get details of the employment contract through the RMS and could communicate acceptance through the same medium. The incidence of this is encapsulated the in the relationship between RMS and employment contract as expressed in the fourth research hypothesis in its null form: **There is no significant relationship between recruitment management system and employment contract (H_{04}).**

Recruitment Management System and Induction/Placement

The recruitment software ensures job descriptions are well defined and it helps with the ergonomics of the job leading to the achievement of job-applicant fit during selection. This fit is maintained in induction and placement when efforts align with the recruitment system output. Virtual programmes are used to get new employee acquainted with the organization; and in some cases, the new employee get to know a lot about the organization, superiors, subordinates and peers through the RMS database provided and signed-on to. Consequently, it could be assumed that RMS facilitates induction and placement in employee recruitment. To put this assumption to test, it is fifthly hypothesized in the null that: **There is no significant relationship between recruitment management system and placement (H_{05}).**

METHODOLOGY AND RESULTS

The method employed for this work is the quasi-experimental design to determine the impact of RMS on employee procurement. A sample size of 141 respondents was derived from the population of 217 Human Resource

officers from the four leading oil and gas companies in Nigeria, at their Port Harcourt offices, using the Taro Yamen's formular. Copies of the research questionnaire were distributed to the respondents; but only 127 copies were retrieved. Out of these, 6 were discarded as 121 were found useful for the study. The data generated are contained in the tables in Appendix I. The orientation of the measurement items in each of the tables was to establish the fact that respondents are aware of the functions of RMS in the employee procurement process; and from there ascertain things done with it along the lines of the dimensions of the employee procurement variable. The mean scores on all the measures across the tables show a range between 4.58 and 3.36. This is interpreted to mean that beyond being indifferent, there exist general agreements by the respondents with attributes associated with the relationship between RMS and employee procurement.

Given that the data generated were ordinal from a Likert scale of strongly agree to strongly disagree, the test of the research hypotheses employed the Spearman's rank correlation co-efficient, using the Statistical Package for Social Sciences (SPSS, version 20). Details of the results involving the test of each of the hypotheses are contained in Appendix II. The table below provides a summary of the test results and decisions taken.

Table 1: Summary of Results from the Test of Hypotheses

| | Statement of Hypotheses | R | Magnitude | Direction | Decision | Conclusion |
|-----------------|---|-------|-------------|-----------|----------|-------------|
| | Relationship between RMS and EP | 0.975 | Very strong | +ve | Reject | Significant |
| HO ₁ | There is no significant relationship between RMS and HR planning | 0.970 | Very Strong | +ve | Reject | Significant |
| HO ₂ | There is no significant relationship between RMS and HR recruitment | 0.961 | Very strong | +ve | Reject | Significant |
| HO ₃ | There is no significant relationship between RMS and HR selection | 0.981 | Very Strong | +ve | Reject | Significant |
| HO ₄ | There is no significant relationship between RMS and HR employment contract | 0.983 | Very Strong | +ve | Reject | Significant |
| HO ₅ | There is no significant relationship between RMS and HR placement | 0.971 | Very strong | +ve | Reject | Significant |

Source: SPSS output in Appendix II

From the table, it could be seen that the Spearman's correlation coefficient (r) of the relationship between the key variables is 0.975. This value is very high, which indicates that a very strong relationship exist between RMS and employee procurement. It also shows that the relationship between the two variables is positive given the positive sign of the correlation coefficient. This implies that improvement in RMS will bring about improvement in employee procurement. The conclusion that the said relationship is significant stemmed from the fact that the relationship holds true at a probability/significant value (PV or α) = $0.000 < 0.05$. Same is true for the relationships found amongst the specific dimensions of the two variables expressed in the five null hypotheses. This explains why all the null hypotheses were rejected; and by implication, their alternatives were accepted. Consequently, the study found a strong and positive significant relationship between recruitment management systems and human resource planning, between recruitment management systems and recruitment, between recruitment management systems and selection, between recruitment management systems and employment contract, and between recruitment management systems and induction/placement.

DISCUSSION OF FINDINGS

From the results, the findings show that there is a positive and direct relationship between RMS and employee procurement in Nigeria. There is indeed no doubt that a strong relationship exists between the predictive (independent) variable and criterion (dependent) variable. RMS is related to human resource planning as it stores ample data about employees of the organizations that helps facilitate planning. It aids in identifying occupied and unoccupied positions in an organization very effectively and accurately; enabling human resource planning specify the positions to be filled and the

skills required for these positions, etc. It easier for organizations to track exactly how much money is spent on recruitment and recruitment-related expenses so that budgets can be planned with more accuracy.

The recruitment management system enables prospective employees to submit applications and resumes online, which saves costs associated with printed applications and helps to keep the hiring process much more organized. It helps to streamline recruiting process by identifying talent gaps in an organization, foreseeing the types of job roles your organization will have to fill, simplifying the posting of jobs, and automatically sorting and filtering applications to find the best prospects. The screening features of a recruitment management system is to automate the process of selection since it includes resume parsing which allows for information on resume to be extracted and entered in the format designed by the organization thereby making ranking a resume effective and efficient: candidates' qualifications can be easily compared and unqualified resumes discarded and unsuccessful candidates notified via emails from the organization's portal and saving time and energy for the right number of persons. The design of the recruitment management system helps to compel applicants to confirm with the organizations specification. Eligible people are sorted at different point with the software. The recruitment management system keeps up-to-date records of employee before employment and the information about them.

The recruitment management system aids reporting capabilities and monitoring applicants before they become employees, signing the necessary documents that seals employment deal. The system is designed to specifically provide managers with information to make employment decisions. The use of emails, organizational portal, organizational WhatsApp group and all other organizational documents are sent to new intakes for viewing. The organization gives applicant a glimpse of what the organization looks like, what the organization is into; most times they even get to know those at the strategic apex via the organization's portal. The recruitment management system ensures a job description is well defined, anticipatory of achieving a job-applicant fit.

CONCLUSIONS AND RECOMMENDATIONS

It can be concluded from the paper that Recruitment Management System is gaining importance in some organizations in Nigeria. In this age of competition, it is important that organizations create a niche for themselves by procuring talents without fear of overshooting their budget. It is very important for the organizations to have the right or applicable technology. RMS is a set of technological platforms or software for the attraction, assessment, and hiring of potential employees. It helps the human resource department in an organization to perform its function of employee procurement in a more effective and efficient manner. It does this by its support for human resource planning, recruitment, selection, employment contract, and induction and placement.

This support is not only significant but it is also positive. It shows that RMS is an excellent tool for employee procurement. On its candidate attraction platform, job posting, job application and interview scheduling softwares facilitate employee procurement. On its candidate assessment platform, analytic, tracking, and warehousing softwares are used to enhance employee procurement. Through the deployment of integration, report generation and employment contract generation softwares on its candidate hiring platform, employee procurement is made more effective and efficient.

Consequent upon the findings and conclusions from the study, it is recommended that:

- Organizations should embrace the use of RMS by their HR officers in the performance of the employee procurement function.

- HR officers should acquire skills in the use of RMS in its various dimensions as in candidate attraction, candidate assessment and candidate hiring.
- Organizations should keep pace with the increasing availability and diverse functionality of RMS softwares.

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APPENDIX I: DATA DISTRIBUTIONS ON THE STUDY VARIABLES

Table 2: Items and Scores on Recruitment Management System

| S/N | Recruitment Management System Items | SD (1) | D (2) | I (3) | A (4) | SA (5) | Sum | Mean Score | Std Dev |
|-----|--|--------|-------|-------|-------|--------|------|------------|---------|
| 1. | The organization uses online/digital advert to inform interested applicants on job openings. | 8 | 10 | 5 | 38 | 60 | 121 | 4.09 | 1.211 |
| | | 6.6 | 8.3 | 4.1 | 31.4 | 49.6 | 100% | | |
| | | 8 | 20 | 15 | 152 | 300 | 495 | | |
| 2. | The organization receives and stores online applications from job seekers. | 2 | 6 | 7 | 41 | 65 | 121 | 4.33 | 0.916 |
| | | 1.7 | 5.0 | 5.8 | 33.9 | 53.7 | 100% | | |
| | | 2 | 12 | 21 | 16 | 325 | 524 | | |
| 3. | Recruitment processes are made easy with the support of technological device. | 0 | 1 | 0 | 48 | 72 | 121 | 4.58 | 0.544 |
| | | 0.0 | 0.8 | 0.0 | 39.7 | 59.5 | 100% | | |
| | | 0 | 2 | 0 | 192 | 360 | 554 | | |
| 4. | The resume and applications of candidates for the recruitment process are viewed and accessed online | 18 | 20 | 5 | 30 | 48 | 121 | 3.58 | 1.510 |
| | | 14.9 | 16.5 | 4.1 | 24.8 | 38.7 | 100% | | |
| | | 18 | 40 | 15 | 120 | 240 | 433 | | |
| 5. | The organizational portal is designed with specific criteria in accepting a candidate based on job listed. | 6 | 3 | 2 | 29 | 81 | 121 | 4.45 | 1.017 |
| | | 5.0 | 2.5 | 1.7 | 24.0 | 66.9 | 100% | | |
| | | 6 | 6 | 6 | 116 | 405 | 539 | | |
| 6. | Total | 34 | 40 | 19 | 186 | 326 | 605 | 4.21 | |
| | | 34 | 80 | 57 | 744 | 1630 | 2545 | | |

Source: Field survey, 2017

Table 3: Items and Scores on Planning

| S/N | Planning Items | SD (1) | D (2) | I (3) | A (4) | SA (5) | Sum | Mean Score | Std Dev |
|-----|--|--------|-------|-------|-------|--------|------|------------|---------|
| 1. | Adequate preparations are in place for transfers, resignation, termination, death, permanent disabilities etc. | 17 | 18 | 20 | 36 | 30 | 121 | 3.36 | 1.372 |
| | | 14.0 | 14.9 | 16.5 | 29.8 | 24.8 | 100% | | |
| | | 17 | 36 | 60 | 144 | 150 | 407 | | |
| 2. | We carry out employment need analysis in order to know if there are vacancies. | 10 | 19 | 11 | 38 | 43 | 121 | 3.70 | 0.448 |
| | | 8.3 | 15.7 | 9.1 | 31.4 | 35.5 | 100% | | |
| | | 10 | 38 | 33 | 152 | 215 | 448 | | |
| 3. | Employee deficit are indicated and listed for adverts. | 11 | 5 | 8 | 44 | 53 | 121 | 4.02 | 0.486 |
| | | 9.1 | 4.1 | 6.6 | 36.4 | 43.8 | 100% | | |
| | | 11 | 10 | 24 | 220 | 265 | 530 | | |
| 4. | Total | 28 | 42 | 39 | 118 | 126 | 353 | 3.69 | |
| | | 28 | 84 | 117 | 472 | 630 | 1331 | | |

Source: Field survey, 2017

Table 4: Items and Scores on Recruitment

| S/N | Recruitment Items | SD (1) | D (2) | I (3) | A (4) | SA (5) | Sum | Mean Score | Std Dev |
|-----|--|--------|-------|-------|-------|--------|------|------------|---------|
| 1. | Candidates are considered for recruitment based on their position on interest. | 4 | 5 | 2 | 41 | 69 | 121 | 4.37 | 0.959 |
| | | 3.3 | 4.1 | 1.7 | 33.9 | 57.0 | 100% | | |
| | | 4 | 10 | 6 | 164 | 345 | 529 | | |
| 2. | Candidates' credentials are submitted by each candidate for proof of eligibility for work. | 5 | 9 | 7 | 43 | 57 | 121 | 4.14 | 1.090 |
| | | 4.1 | 7.4 | 5.8 | 35.5 | 47.1 | 100% | | |
| | | 5 | 18 | 21 | 172 | 285 | 501 | | |
| 3. | Candidates are recommended by referees | 12 | 18 | 21 | 37 | 33 | 121 | 3.50 | 1.305 |
| | | 9.9 | 14.9 | 17.4 | 30.6 | 27.3 | 100% | | |
| | | 12 | 36 | 63 | 148 | 165 | 424 | | |
| 4. | Eligible candidates are invited for testing and other selection process | 9 | 6 | 2 | 41 | 63 | 121 | 4.18 | 1.176 |
| | | 7.4 | 5.0 | 1.7 | 33.9 | 52.1 | 100% | | |
| | | 9 | 12 | 6 | 164 | 315 | 506 | | |
| 5. | Total | 30 | 38 | 32 | 162 | 222 | 484 | 4.05 | |
| | | 30 | 76 | 96 | 648 | 1110 | 1960 | | |

Source: Field survey, 2017.

Table 5: Items and Scores on Selection

| S/N | Selection Items | SD (1) | D (2) | I (3) | A (4) | SA (5) | Sum | Mean Score | Std Dev |
|-----|---|--------|-------|-------|-------|--------|------|------------|---------|
| 1. | Candidates are tested based on their position of interest | 0 | 3 | 2 | 45 | 71 | 121 | 4.52 | 0.660 |
| | | 0.0 | 2.5 | 1.7 | 37.2 | 58.7 | 100% | | |
| | | 0 | 6 | 6 | 225 | 355 | 592 | | |
| 2. | The organization receives and stores online applications from job seekers. | 3 | 2 | 2 | 60 | 54 | 121 | 4.32 | 0.808 |
| | | 2.5 | 1.7 | 1.7 | 49.6 | 44.6 | 100% | | |
| | | 3 | 4 | 6 | 240 | 270 | 523 | | |
| 3. | The electronic (database) method is more effective, consumes less time and space. | 4 | 0 | 2 | 56 | 59 | 121 | 4.37 | 0.818 |
| | | 3.3 | 0.0 | 1.7 | 46.3 | 48.8 | 100% | | |
| | | 4 | 0 | 6 | 224 | 295 | 529 | | |
| 4. | The human resources staff are conversant with information technology | 13 | 8 | 7 | 41 | 52 | 121 | 3.92 | 1.314 |
| | | 10.7 | 6.6 | 5.8 | 33.9 | 43.0 | 100% | | |
| | | 13 | 16 | 21 | 164 | 260 | 474 | | |
| 5. | Information and technological support are used for job applications | 7 | 6 | 4 | 56 | 48 | 121 | 4.09 | 1.072 |
| | | 5.8 | 5.0 | 3.3 | 46.3 | 39.7 | 100% | | |
| | | 7 | 12 | 12 | 224 | 240 | 495 | | |
| 6. | Total | 27 | 19 | 15 | 258 | 284 | 603 | 4.24 | |
| | | 27 | 38 | 45 | 1032 | 1420 | 2562 | | |

Source: Field survey, 2017

Table 6: Items and Scores on Employment Contract

| S/N | Employment Contract Items | SD (1) | D (2) | I (3) | A (4) | SA (5) | Sum | Mean Score | Std Dev |
|-----|---|--------|-------|-------|-------|--------|------|------------|---------|
| 1. | Successful candidates are offered employment letter after the last stage of interview | 2 | 1 | 2 | 57 | 59 | 121 | 4.40 | 0.725 |
| | | 1.7 | 0.8 | 1.7 | 47.1 | 48.8 | 100% | | |
| | | 2 | 2 | 6 | 228 | 295 | 533 | | |
| 2. | Obligations of both employer is clearly defined and stated | 13 | 9 | 7 | 41 | 51 | 121 | 3.89 | 1.322 |
| | | 10.7 | 7.4 | 5.8 | 33.9 | 42.1 | 100% | | |
| | | 13 | 18 | 21 | 164 | 255 | 471 | | |
| 3. | Terms and conditions of employee is provided for the employee to read and sign | 7 | 6 | 4 | 57 | 47 | 121 | 4.08 | 1.069 |
| | | 5.8 | 5.0 | 3.3 | 47.1 | 38.8 | 100% | | |
| | | 7 | 12 | 12 | 228 | 235 | 494 | | |
| 4. | Total | 22 | 16 | 13 | 155 | 157 | 363 | 4.12 | |
| | | 22 | 32 | 39 | 620 | 785 | 1498 | | |

Source: Field survey, 2017

Table 7: Items and Scores on Induction and Placement

| S/N | Induction and Placement Items | SD (1) | D (2) | I (3) | A (4) | SA (5) | Sum | Mean Score | Std Dev |
|-----|--|--------|-------|-------|-------|--------|------|------------|---------|
| 1. | Successful candidates are assembled for an orientation and induction. | 3 | 2 | 5 | 48 | 63 | 121 | 4.37 | 0.848 |
| | | 2.5 | 1.7 | 4.1 | 39.7 | 52.1 | 100% | | |
| | | 3 | 4 | 15 | 192 | 315 | 529 | | |
| 2. | Successful candidates are introduced to their superiors, peers and subordinates (colleagues) | 6 | 5 | 8 | 49 | 53 | 121 | 4.14 | 1.051 |
| | | 5.0 | 4.1 | 6.6 | 40.5 | 43.8 | 100% | | |
| | | 6 | 10 | 24 | 196 | 265 | 501 | | |
| 3. | Successful candidates are shown their work space and working tools. | 7 | 2 | 2 | 43 | 67 | 121 | 4.33 | 1.028 |
| | | 5.8 | 1.7 | 1.7 | 35.5 | 55.4 | 100% | | |
| | | 7 | 4 | 6 | 172 | 335 | 524 | | |
| 4. | Total | 16 | 9 | 15 | 140 | 183 | 363 | 4.28 | |
| | | 16 | 18 | 45 | 560 | 915 | 1554 | | |

Source: Field survey, 2017

APPENDIX II: RESULTS OF THE TESTS OF HYPOTHESES

Table 8: RMS and Human Resource Planning Correlation Analysis

| Correlations | | | | |
|----------------|-------------------------------|-------------------------|-------------------------------|----------|
| | | | Recruitment Management System | Planning |
| Spearman's rho | Recruitment Management System | Correlation Coefficient | 1.000 | .970** |
| | | Sig. (2-tailed) | . | .000 |
| | | N | 121 | 121 |
| | Planning | Correlation Coefficient | .970** | 1.000 |
| | | Sig. (2-tailed) | .000 | . |
| | | N | 121 | 121 |

**. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output

Table 9: RMS and Recruitment Correlation Analysis

| Correlations | | | | |
|----------------|-------------------------------|-------------------------|-------------------------------|-------------|
| | | | Recruitment Management System | Recruitment |
| Spearman's rho | Recruitment Management System | Correlation Coefficient | 1.000 | .961** |
| | | Sig. (2-tailed) | . | .000 |
| | | N | 121 | 121 |
| | Recruitment | Correlation Coefficient | .961** | 1.000 |
| | | Sig. (2-tailed) | .000 | . |
| | | N | 121 | 121 |

**. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output

Table 10: RMS and Selection Correlation Analysis.

| Correlations | | | | |
|----------------|-------------------------------|-------------------------|-------------------------------|-----------|
| | | | Recruitment Management System | Selection |
| Spearman's rho | Recruitment Management System | Correlation Coefficient | 1.000 | .981** |
| | | Sig. (2-tailed) | . | .000 |
| | | N | 121 | 121 |
| | Selection | Correlation Coefficient | .981** | 1.000 |
| | | Sig. (2-tailed) | .000 | . |
| | | N | 121 | 121 |

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output

Table 11: RMS and Employment Contract Correlation Analysis

| Correlations | | | | |
|----------------|-------------------------------|-------------------------|-------------------------------|---------------------|
| | | | Recruitment Management System | Employment Contract |
| Spearman's rho | Recruitment Management System | Correlation Coefficient | 1.000 | .983** |
| | | Sig. (2-tailed) | . | .000 |
| | | N | 121 | 121 |
| | Employment Contract | Correlation Coefficient | .983** | 1.000 |
| | | Sig. (2-tailed) | .000 | . |
| | | N | 121 | 121 |

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output

Table 12: RMS and Induction/Placement Correlation Analysis

| Correlations | | | | |
|----------------|-------------------------------|-------------------------|-------------------------------|---------------------|
| | | | Recruitment Management System | Induction/Placement |
| Spearman's rho | Recruitment Management System | Correlation Coefficient | 1.000 | .971** |
| | | Sig. (2-tailed) | . | .000 |
| | | N | 121 | 121 |
| | Induction/Placement | Correlation Coefficient | .971** | 1.000 |
| | | Sig. (2-tailed) | .000 | . |
| | | N | 121 | 121 |

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output